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11-16-2010

# Minutes, Crummer Graduate School of Business Faculty Meeting, Tuesday, November 16, 2010

Crummer Graduate School of Business Faculty  
*Rollins College*

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**Roy E. Crummer Graduate School of Business  
Rollins College  
Faculty Meeting Agenda  
Room 108 10:00am – 11:30am**



**November 16, 2010**



**Welcome.....**Craig McAllaster

**Review/Approval of Minutes.....**Craig McAllaster

**Overview presentation on Operations Management. ....**Jim Gilbert  
and Henrique Correa

**Curriculum Committee Update .....**Henrique Correa

- Overview sent via email to all faculty on 11/15/10

**MBA Oath .....**Mark Johnston and Mary Conway Dato-on

**Social Entrepreneurship and Sustainable Enterprise Series....** Mary Conway Dato-on  
and Keith Whittingham

Faculty Updates for research information for AACSB are due to Pam for the Peer review committee to receive after the holiday break. Please have them returned to her by December 31 so she can compile them upon our return to campus on Jan 3<sup>rd</sup>. The current by-laws are attached with the current point values for your information.

**Other Business.....**Craig McAllaster

- The representatives from Crummer for the Provost search are Mary Conway Dato-on and Jackie Brito.
- Our Leadership Center ranking came in..... 24<sup>th</sup> in the nation! Congratulations.
- Please let Craig know if you are interested in KEMBA Orientation.

**Next Faculty Meeting**

**December 3rd, 2010**

**11:00am**

**Room 208**

**Followed by the annual Holiday Gathering  
In the Student Lounge**



**Faculty Meeting – Room 108  
Tuesday, November 16, 2010  
10:00am – 11:30am**

**Crummer Faculty & Staff Present:**

Alice Argeros, Susan Bach, Jackie Brito, Pam Clark, Cari Coats, Steve Gauthier, Donald Hale, Margaret Linnane, Cheryl Mall, Craig McAllaster, Erica Sorrell, Mary Conway Dato-on, Henrique Correa, Ralph Drtina, Jule Gassenheimer, Jim Gilbert, Robin Grieves, Bill Grimm, Mark Johnston, Allen Kupetz, Greg Marshall, Kyle Meyer, Ron Piccolo, Bob Prescott, Ted Veit, Keith Whittingham

**Welcome**.....Craig McAllaster

**Approval of Minutes** .....Craig McAllaster

**Overview Presentation on Operations Management**.....Jim Gilbert

- An overview of Ops Mgmt. was given. Please view the attached information provided.

**Social Entrepreneurship and Sustainable Enterprise Series** ....Mary Conway Dato-on

- The event on December 3<sup>rd</sup> was discussed. The location will be in the Sun Trust Auditorium. All Faculty, Staff, and Students are encouraged to attend. Please see attached flyer for speaker information.
- On December 2<sup>nd</sup> the SAI (Sustainable Agriculture Initiative) annual meeting will be held here at Crummer in our board room.

**MBA Oath** .....Mary Conway Dato-on

- The Rollins Oath proposal is presented in the original format. The work of the committee will determine the form and intent for the final oath and ceremony. Kyle Myer has agreed to work with the committee and other faculty/staff who are interested with the initiative are asked to contact Mary, Halil, or Mark. Please see attached documents discussed at the meeting.

**Curriculum Committee Update**.....Henrique Correa

- The information sent out with the agenda was discussed. The items were remanded back to the committee and will be discussed at a future meeting.

**Other Business**.....Craig McAllaster

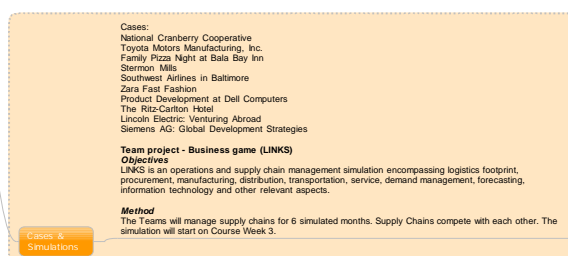
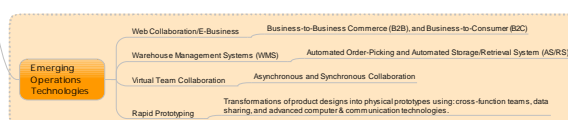
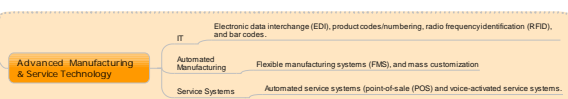
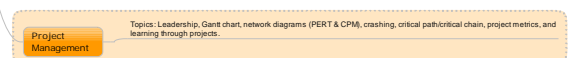
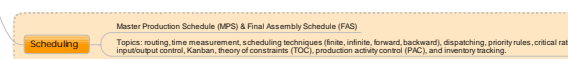
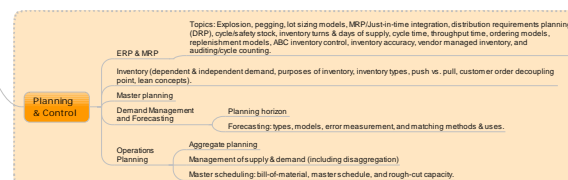
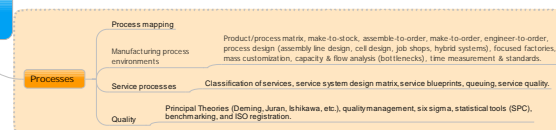
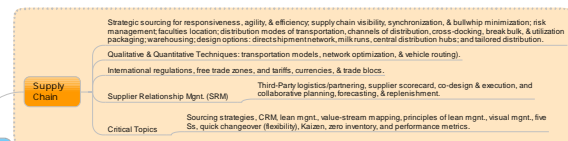
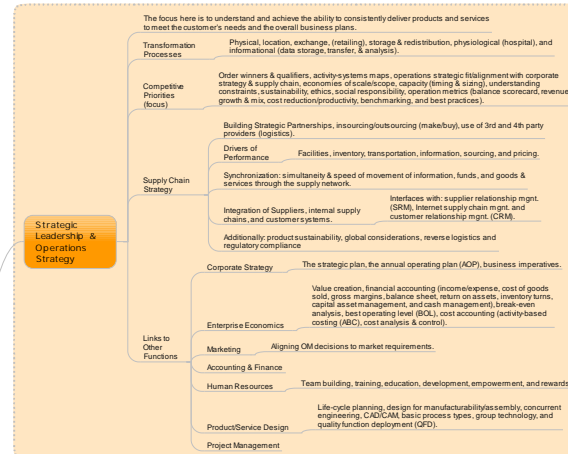
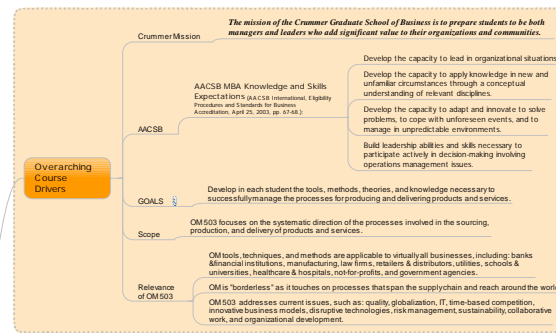
- A social media Lunch event is coming hosted by Allen Kupetz. Look for an invite from Allen with details.
- If you are interested in participating in the KEMBA2 orientation, please let Craig know and he will pass the information on to Halil.
- The Crummer representatives for the Provost search are Mary Conway Dato-on and Jackie Brito. Please contact them with comments or questions.
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- The peer review committee will be reviewing the points for your publications in preparation for the AACSB review. Please return the form that Pam sent out to her so she can compile the information for the Committee. The form is due by our holiday break.
- The Leadership center was ranked #24! Congratulations to Susan and Pam.
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**Adjournment**.....Craig McAllaster

**Next Faculty Meeting Friday December 3rd  
Room 108  
Exact time TBD  
Approximately 11:00  
Followed by the annual Holiday Celebration  
In the Student Lounge, basement**

# Operations Management 503





# **SOCIAL ENTREPRENEURSHIP AND SUSTAINABLE ENTERPRISE SERIES**

**What is the Social Impact of Sustainability?  
Can You Build Social Capital Through Sustainability?  
How Do Major Corporations Impact Global Sustainability?**

**You are invited to a presentation and panel discussion on social entrepreneurship and sustainable enterprise. Don't miss this opportunity to network with global industry leaders.**

**December 3, 2010**

**8:00 - 11:30 a.m.**

**Free and open to the public.**

**Sustainability from Shovel to Shelf:  
Transforming the Food and Beverage Value Chain**

**Presented by Sustainable Agriculture Initiative (SAI)**

**Executive Committee Members:**

**Ghislain Pelletier, Corporate Vice President Agriculture, McCain Foods Limited  
and Ernesto Brovelli, Sustainable Agriculture, The Coca-Cola Company**

**Agra-Sustainability on the Micro-Level:  
Social Entrepreneurship as a Solution**

**Presented by: Norm Friedland, SeaChange Venture Philanthropy Partners**



**ROLLINS MBA**  
CENTER FOR ADVANCED ENTREPRENEURSHIP

**For more information or to RSVP call  
407-646-2426 or email [cegarton@rollins.edu](mailto:cegarton@rollins.edu)**

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## THE OATH PROJECT

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**Introduction:** During various networking meetings with MBA professors from other prestigious institutions it came to my attention that many of them have a practice that extends the “student honor code” past graduation and through ceremonies and signing events encourages new graduates to put the principles of the student honor code to work in their managerial positions.

This discovery led to research about management oaths related to ethics and sustainable development. This inquiry revealed two interesting movements: [The Oath Project](#) and The [MBA Oath for Responsible Value Creation](#). These projects promote the same oath (see appendix), where the former focuses on practitioners and the latter targets current MBA students. The oath is based on consensus among the Oath Project team with the main objective being “to provide a guiding compass for business leaders—to serve as a touchstone, a reminder of their purpose, responsibilities, and obligations” to enterprise and society. The underlying idea is to professionalize the discipline similar to professions such as medicine and accounting.

The mission of The Oath Project reads: “One day, all business leaders will hold themselves to the higher standard of integrity and service to society that is the hallmark of a true professional. The Oath Project supports and enhances the efforts of the individuals and organizations who are pursuing this mission.”

**Purpose** The purpose of the Oath at Rollins MBA is twofold. First it embodies the Rollins MBA mission and can serve as a platform to connect new graduates and alumni to the college through continued activities that support and enhance the work of individuals and organizations relative to ethical and responsible leadership. Second it provides a platform for Rollins MBA to increase visibility and interaction on the national and global stage through affiliation with partner organizations affiliated with the oath projects.

An added feature is that if we act quickly, Rollins will be the first Florida school to sign and promote this bold statement of the importance of ethical and social management to our community. Finally, becoming active and supportive of the oath through establishment of signing ceremonies and support activities aligns with our membership in PRME (Principles of Responsible Management Education) and Net Impact.

**Proposal:** Beginning with the current KEMBA class I propose that we introduce the oath via evening strategy sessions leading to the eventual signature of the oath in a special ceremony conducted just before or immediately following graduation. The supporting activities and ceremony should speak to the seriousness of taking the oath and the importance of staying connected to other Rollins MBA alum who practice similar ethical business management practices.

### References:

<http://mbaoath.org/>

<http://www.theoathproject.org/index.html>

Personal interviews with representatives from Ivey School of Business (Canada), IPADE (Mexico), North Eastern (USA), NordAcademie (Germany) and Adam Hart (Rollins PMBA Student & Leader in Net Impact Chapter).

Anderson, Max and Peter Escher (2010). *The MBA Oath: Setting a Higher Standard for Business Leaders*

# THE OATH PROJECT

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As adopted February 2010

## The Management Oath

As a business leader I recognize my role in society.

- My purpose is to lead people and manage resources to create value that no single individual can create alone.
- My decisions affect the well-being of individuals inside and outside my enterprise, today and tomorrow.

Therefore, I promise that:

1. I will manage my enterprise with loyalty and care, and will not advance my personal interests at the expense of my enterprise or society.
2. I will understand and uphold, in letter and spirit, the laws and contracts governing my conduct and that of my enterprise.
3. I will refrain from corruption, unfair competition, or business practices harmful to society.
4. I will protect the human rights and dignity of all people affected by my enterprise, and I will oppose discrimination and exploitation.
5. I will protect the right of future generations to advance their standard of living and enjoy a healthy planet.
6. I will report the performance and risks of my enterprise accurately and honestly.
7. I will invest in developing myself and others, helping the management profession continue to advance and create sustainable and inclusive prosperity.

In exercising my professional duties according to these principles, I recognize that my behavior must set an example of integrity, eliciting trust and esteem from those I serve. I will remain accountable to my peers and to society for my actions and for upholding these standards.

This oath I make freely, and upon my honor.



**Crummer Curriculum Committee**  
**Supporting material for the Faculty meeting of**  
**Tuesday November 16, 2010**

I. Inventory of assurance of learning tools – update and proposal

*ETS test - update*

In the last Curriculum Committee meeting, Assistant Dean Jackie Brito reported on the results that we have just received from the ETS administrators regarding the first round of ETS tests taken by our EA-MBA16 students before they started their program in Spring. This is part of a pilot experiment for an innovative use of the ETS test that Dr Singleton had proposed and taken the lead of last year. Although the ETS test is broadly used by business schools around the country to test their students' critical thinking skills upon completion of their MBA program, Rollins is probably one of the very few institutions to experiment with applying the test to samples of students "before and after" the program to quantify the actual improvement of the students' critical thinking during their MBA training. If this initiative is successful we will have an excellent and objective tool to be added to our inventory of objective "assurance of learning" tools. Among other reasons this is important because in the last re-assessment exercise, the AACSB officers recommended that we developed more objective measures in our assurance of learning efforts. The next step will be to apply the ETS test again to a sample of EA-MBA16 students when they complete their program and analyze/ compare results.

*Business writing skills - proposal*

The committee considers that coaching those Crummer MBA students that need to improve their business writing skills is important and could even be a valued-by-employers differentiating factor for our MBA programs.

Although the attempts made last year to use specialized software to evaluate and support students in improving their business writing were not considered successful, the use of a writing coach was appreciated by students and is considered to have worked well.

The committee discussed alternative ways to test the students in terms of their business writing, evaluate them and identify those who need coaching so that we can make better use of our resources.

As business writing can be seen as a basic tool for MBAs (as is Excel spreadsheet use), a proposal was discussed to require that the students write a short essay (in class and ideally taking about ½ hour) during their MBA501 – Management Analysis class.

These short essays would then be evaluated by the writing coach and the students whose writing skills are considered under par would then be required to be coached for a period of time to be defined (on a case-by-case basis) by the Crummer writing coach. Their passing in "Management Analysis" would be conditional on them completing their coaching program within the given time frame during their MBA program.

The committee considered that by identifying the students that need business writing coaching early in the program we will be better able to support their needs to improve. We would also avoid wasting resources (such as the coach's and the students' time) because students who prove to be already proficient in business writing would not be required to take coaching.

A proposal is then presented to the Faculty to test this new way of approaching the business writing skills issue.

## II. Program disciplines & sequences for EAMBA, PMBA & SMBA - question

The evaluation and re-evaluation of the content we offer to our students and the sequence in which we offer those contents are certainly an important part of our continuous improvement efforts. In order to support that the curriculum committee with the support of Associate Dean Gauthier listed the core disciplines and their sequences for our “EA”, “P” and “S” programs. The new(er) faculty and staff members may find this quick reference useful in better understanding where their classes fit in the programs they are teaching.

Although the three programs are similar in content, one noted difference is that the EA program has ½ class during Part A of their First Term called “Introduction to Strategy”. The curriculum committee started a discussion whether it would be convenient to explore ways to do something similar regarding the “S” and “P” programs. The rationale would be that if the students have the “basics” of strategic management early in the program, they would be better prepared to understand where “Financial Management”, “Marketing Management”, “Operations Management” and other functional areas’ management would fit within the general strategy of the firm. Program Director Alice Argeros observed that some PMBA students who take part in Practicum projects sometimes express that they feel that they would have been better prepared for the practicum projects had they had the opportunity to discuss (at least) the basics of business strategy before taking the practicum project.

A question is then posed to the Faculty whether they would like the curriculum committee to explore the possibility of teaching PMBAs and possibly SMBAs basic “Introduction to Strategy” content earlier in their programs.

Point value from Table 7.1 in the Crummer By-Laws:

Item	½ point	1 point	2 points
Textbook, First Edition, national publisher			X
Journal Publications – Prestigious refereed or Edited journal publication		X	
Casebook or book of edited readings, national publisher		X	
Minor textbook or its revision, national publisher		X	
Revision of a textbook, national publisher		X	
Trade book published by national publisher		X	
Published Research monograph		X	
Published blind-reviewed national or international conference proceedings		X	
Paper presented at academic meeting and/or published in regional proceedings	X		
Peer-reviewed and published case study with instructional materials		X	

Please fill in your name and publications for 2006 – 2010 and the point value for the Peer Review Committee to review.

Name:

[illegible]